



TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

JULY-AUGUST 1997

AETC— Building Pillars of Success

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Ancient Egyptian
pillars.

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For this issue of *TIG Brief*, we focus on the Air Force's "First Command," Air Education and Training Command. Gen. Lloyd "Fig" Newton, AETC commander, provides this issue's signature article, complemented by Air Force Recruiting Service Commander Brig. Gen. Walter "Buck" Buchanan III's vision for recruiting into the 21st century. Both provide strong insight into the vital role AETC plays in the continued success of our nation's Air Force.


The AETC Inspector General provides guidance into contract support activity inspections. In today's trend of outsourcing and privatization, many commands may find themselves contracting out services more than they ever thought possible.

In another article, we pose the fraud, waste, and abuse question and

get zero overpricing and suggestion programs as the answers. Find out how you can save the Air Force dollars while earning extra cash for yourself. We also bring you how the Freedom of Information Act has been modified to keep pace with changes in information exchange. See page 20 for new provisions added to the act.

TIG Brief is your magazine covering issues that will help you realize success in your profession, whether you are a member of the active duty, Guard, or Reserve force. To better mirror the "total force," we take this opportunity to specifically solicit manuscripts from Guard and Reserve members. If you have a success story you think other units may benefit from, please call *TIG Brief* at DSN 246-1657.

In the next issue, we'll focus on Air Force Special Operations Command and the joint nature of its small, yet vital role in war fighting.


Angela L. Hicks
Captain, USAF



AETC—Building Pillars of Success

By Gen. Lloyd “Fig” Newton

Throughout my Air Force career I have respected the high standards the military upholds. The foundation of those standards is reflected in the Air Force’s core values: integrity first, service before self, and excellence in all we do—three simple phrases that make the military what it is. These are the values that instill confidence, earn lasting respect, and create willing followers. Without them we cannot succeed.

Each value provides the foundation for military leadership at every level. Integrity is difficult to describe. You can’t see it; you have to experience it. It’s something we expect of each other and find in ourselves. We must protect it and help those who do not subscribe to it find jobs outside the military.

Service before self requires a high level of professional skill, a 24-hour-a-day commitment, and a willingness to make personal

sacrifices. We are entrusted with the security of our nation, the protection of its citizens, and the preservation of our democratic way of life. By its very nature, military service requires professionals to place the needs of the military and the country before personal interests.

Excellence in all we do means we recognize our obligation to American communities, not only in time of need but as full partners in the great American journey. Simply maintaining the status quo will not fulfill the mission of the Air Force as we keep pace with the rapidly changing world of the next century. Excellence is achieved when members of an organization work together on the basis of trust and mutual respect to ensure the best possible products, service, personnel support, community affairs, resource management, and operations are provided.

In the Air Education and Training Command, we are challenged every day to produce highly trained and motivated airmen to meet the increasingly sophisticated needs of the Air Force. We continue to make people our service’s most precious asset by providing young men and women with the training and education they need to accomplish the Air Force mission.

We are known throughout the Air Force as “The First Command,” because virtually all Air Force members begin their service in one of the command’s programs. We concentrate on three pillars as the keys to success—recruit, train, and educate.

AETC shapes the Air Force’s future by recruiting people who embody our core values. Then, we educate and train them to promote the Air Force’s core competencies of air and space superiority, global attack, rapid

global mobility, precision engagement, information superiority, and agile combat support. It's our job to ensure the nation associates their Air Force with these core values and competencies.

Recruiting is the first pillar of our success and we have some of the best recruiters in the country. However, everyone wearing a blue uniform is a recruiter. We should seek opportunities to talk to young men and women about the opportunities and experiences the Air Force can provide, as well as the responsibility we have to the nation as citizens. We all have a role in increasing public awareness of our service, helping to recruit quality people today to meet the challenges of tomorrow.

Training is our second key to success. Top-notch training produces top-notch airmen; therefore, we continually look for ways to improve training. Part of that improvement is in modeling and simulation for both flying and nonflying missions. Modeling and simulation are a tool set to build an unconstrained training environment for producing mission-ready graduates. This type of training allows us to bridge a gap between the technology of current and required flying simulations by enhancing our ability to fight in the joint arena. In addition, modeling and simulation provides cost effective solutions to rising training costs.

A major flying training improvement will be realized with the spring 1999 delivery of the Joint Primary Aircraft Training System. The system will replace the T-37B and the Navy's T-34C and associated ground-based training systems to support

undergraduate flying training programs.

Some features of this aircraft include enhanced visibility with a glass cockpit; a "step" cockpit, so the instructor pilot in back sits higher than the student; and zero-zero ejection seats, increasing safety during ejections even when the aircraft is stopped on the ground. Training is a major factor in who we are and what we do. We are committed to producing the best. When I look at today's Air Force, two words come to mind—change and challenge. Change is a constant, it's a way of life. How we meet the dynamic demands of a changing Air Force is our challenge.

Education, our third key to success, enables young people to respond to the challenge by preparing for the future. Just as education is part of the foundation of our society, it is also part of the foundation for the world's best Air Force. People often ask me how important is education, and I usually respond, "If we didn't think it was important, we would not be contributing the large amount of resources we dedicate to this effort." Education was important yesterday, education is important today, and education will be important tomorrow.

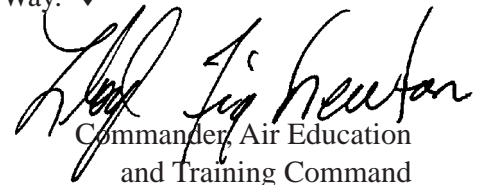
The Air Force is making a cultural shift in how we define ourselves and envision our future. Our leadership is working toward a transition from an Air Force to a Space and Air Force, and education is critical to that effort.

Many of us now identify with a functional area of expertise rather than with the Air Force as a whole. When asked what we do, many of us answer, "I'm a

pilot, I'm a squadron commander, or I'm a crew chief" rather than "I'm an Air Force officer or airman."

To facilitate our identification with the entire organization, we are building an air and space basic course that will focus on doctrine, history, core values, leadership skills, and other fundamental concepts. This course will lay a generic foundation for officers and airmen instead of building an identity as functional experts. Initially, all officers will take this course followed by an assignment in air, space, or information operations. This command will be on the leading edge of the transition as we recruit, train, and educate tomorrow's operators and leaders.

With our core values building the foundation of who we are, my goal for the command is to have the best trained, best educated, most innovative people possible. We will conduct our mission in a manner the Air Force leadership and the American public will be proud of. To do this, we have to take care of our people first, take advantage of the technologies that apply to our mission, and be familiar to the people of our society so we can recruit the best and brightest to serve this great nation. Every day, around the world, the professionals of AETC live up to the command's motto, "Show the Way." ♦



Commander, Air Education
and Training Command



Recruiting for the 21st Century Air Force

by Brig Gen Walter E.
"Buck" Buchanan III

It's an exciting time to be a recruiter, especially an Air Force recruiter. After all, we are part of the most formidable air and space force the world has ever known. As members of such a highly skilled and technical force, we operate in a world where computing speed and power doubles every 18 months. We are on the verge of employing the capability to find, fix, track, and target anything of consequence on the globe in near real time. We can rapidly respond to a crisis and project forces and establish total dominance of the skies in a matter of hours.

And yet, while our technology is indeed impressive, it is our **people** who make America's Air Force the envy of the world. And it is the **recruiter** who is charged with finding the young men and women who will make up our Air Force of the 21st century.

After all, tomorrow's F-22 pilots and crew chiefs are the young airmen we are recruiting today.

Of course, with the excitement comes the challenge. And our recruiting force faces some significant challenges.

Ask any recruiter and he or she will tell you about the growing isolation of the active duty military from the rest of society. This is a natural outgrowth of the all-volunteer force and it is reflective of our nation's changing demographics. Most people who once served in the military are now in their twilight years. The veteran population in the United States under the age of 65 is down to 6 percent. Even in the Congress, the number of senators and members of the House with military experience is down to historic lows. With base closures and force cuts, the sad fact is that most Ameri-

cans don't even know someone who has served in the Armed Forces, much less had a family member who served.

This decline in appreciation and understanding of the military way of life directly impacts recruiting. It explains why today, three of every five new Air Force recruits had a father who served on active duty. Roughly half of all recruits say a friend or relative in the Air Force encouraged them to join. We are recruiting from among our own members. This won't sustain us and we need to do a better job educating the society we are sworn to defend.

What people do "know" about the military is influenced by national and world events, television, and movies. For most Americans, this is their only frame of reference, one typically distorted and inaccurate.

Therein lies our challenge, and our opportunity, because the picture is not all doom and gloom.

Your Air Force recruiting team faces this challenge every day and delivers. Last year we sent 30,700 young people to basic training at Lackland Air Force Base, Texas. Women entered our force in record numbers during the year, comprising over 26 percent of all accessions. Over 99 percent of our enlisted accessions were high school graduates and 82.5 percent scored in the top half of the Armed Forces Qualification Test. This year we will bring in 30,200 enlisted members and,

despite the recent media focus on sexual harassment in the military, the number of women entering the Air Force for fiscal year 1997 to date is at an all-time high of almost 30 percent. And yet, we are doing it with a leaner and more efficient recruiting force than ever before.

Your Air Force recruiters are well-trained volunteers who believe in the Air Force and the opportunities for service and quality of life that it provides. On the average, each recruiter is responsible for 19 high schools, nine radio stations, and one television station in a geographic area of some 1,900 square miles. They operate pretty much on their own, with a minimum amount of supervision in an area far from the normal base environment. In many cases, they are the only Air Force presence in their community. Constantly on the move, they are getting the job done through community activities, advertising, mailouts, working with the media, and good old-fashioned hard work and personal contact. As you can imagine, recruiters cannot afford office hours; they are recruiting all the time.

Despite the magnitude of the challenge, our recruiters are the first to point out the rewards for their efforts. I'm constantly encouraged by stories of shy and scared young recruits who ship to basic training and return to thank their recruiter following technical training. They return to their hometowns as

poised and confident airmen, well-armed to succeed in life.

Our mission today is unchanged—recruit a high-quality, volunteer force responsive to Air Force needs. Still, even as talented and hardworking as our recruiter force is, it is getting tougher and tougher. In order for our smaller force to be successful, every Air Force member—blue-suiter, civilian, and spouse—must think of themselves as recruiters. We need you to take every opportunity to spread the word about the Air Force way of life; dispel misconceptions; and let young people, educators, and other community leaders know about the outstanding educational and training opportunities we have to offer—the same ones that have allowed **you** to grow and get where you are today. Take advantage of 1997's increased awareness created by the Air Force's 50th Anniversary celebration to tell our story. Just like our recruiters, we too must be recruiting at every turn.

The image and the reality you help us present are vital to the future of our force. Remember, the young people we are recruiting today are the F-22 crew chiefs of tomorrow. AIM HIGH! ♦



Commander, Air Force
Recruiting Service

CSAI

Assessing Quality
Contract Performance

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A few years ago as the Air Force began downsizing, the school of thought at that time was to contract out those services that did not go to war. Privatization or contracting out services previously accomplished by blue-suiters was one tool used to help shrink the force while minimizing the impact on mission capability. Outsourcing of government functions to commercial activities also provided officials an avenue to reduce cost for services. Here in the Air Education and Training Command, many activities have been converted to contracts. This change left many commanders unsure about how well the work was being accomplished and whether or not it was being done within Air Force guidelines. The long-established "management by slides" method used to report, study, analyze, and formulate mission capability decisions, which indicated exactly how

well the services were accomplished, was gone with the award of the contract!

The AETC Commander realized there was no institutionalized way to keep a “finger on the pulse” of these services through the traditional periodic reviews. Thus, the contracted support activity inspection was born. These inspections are the means by which qualified personnel “see” contractor performance, document what they see in bulletized “essay”-type reports, and act as the commanders’ “eyes,” assessing the quality of services provided and mission effectiveness. The AETC Inspector General was tasked to conduct this inspection.

AETC simultaneously conducts a contracted support activity inspection with a unit’s scheduled Quality Air Force Assessment. AETC’s Quality Air Force Assessment is a quality-oriented compliance assessment used to determine and record overall mission accomplishment and effectiveness for each contractor providing a service to the base. On-site government quality assurance representatives and evaluators provide everyday surveillance oversight of contractor performance, ensuring contractual requirements are met. They send detailed reports reflecting surveillance results to their functional area chief and the administrative contracting

officer. The inspector general team ensures all aspects of the mission are thoroughly reviewed. In addition, we tie all the contract management activities into a single tab in the report to portray the overall effectiveness of the process. A written report rating mission capability, which details the health of contracted services and the effectiveness of contract management, is provided to the commanders. This is the definitive purpose of this particular inspection. The process used to accomplish that purpose is a variation of proven inspection methods and techniques.

Initially, we ask the contractors to send us copies of their statements of work and quality control plans for review prior to our arrival. This enables us to know beforehand what is contractually required and how the contractors intend to ensure it is done properly. In addition, we request copies of quality assurance surveillance plans, evaluation guides, previous surveillance reports, and training documentation. All of these documents are needed to assess the effectiveness of the quality assurance representatives and evaluators, functional area chiefs, and administrative contracting officers. They provide insight into the scope and depth of surveillance and each individual’s involvement. From this paperwork, we make

our first assessments—do the contractor’s quality control plans and the quality assurance representative’s and evaluator’s quality assurance surveillance plans address all contractual requirements in the statements of work for periodic surveillance and appropriate compliance? In other words, do the contractors have a way—a quality control plan—of knowing they are doing what they said they would do—statement of work—and do the blue-suit representatives and evaluators have a means—surveillance plans—to ensure the contractor does it all and does it right?

Once the pre-inspection analysis is done, we go to the unit and watch the contractor perform. To ensure proper assessment of their evaluation guides and surveillance techniques, we walk step by step with the quality assurance evaluators and representatives through the contractor’s functional area quality control plans to determine if and how well they comply with applicable Department of Defense, Air Force, and local guidance. This guidance includes Air Force instructions, safety standards, and other publications bearing on statement of work-required tasks. Simultaneously, through our contract management portion of the Quality Air Force Assessment, we are able to determine if the administrative contracting officers and func-

tional area chiefs are involved and aware of problems, trained to provide assistance, and knowledgeable of the contract requirements and surveillance procedures. The assessment is designed to answer two critical questions: Is everyone doing their part to ensure the best final product? Is the government getting what it's paying for?

Our inspection and assessment "tool boxes" are full of a variety of aids, including assessment guides covering what is expected from each function, Air Force publication references, and local operating instructions. Following all the observation activity, we document actions significantly impacting mission capability positively or negatively or not in compliance with applicable guidance; anything noted as simply "meeting standards" is not documented or reported. Then the validation process begins. All parties participate in this process to ensure only true and factual contractual obligations are properly identified as deficient. The contracting officer is the sole party who can direct the contractor to correct deficiencies and make the final decision on actions to be taken in response to any noted deficiencies. When all is said, done, and validated, a formal executive out brief, attended by the contract manager and the commanders, reiterates inspection results. Contractor perfor-

mance is addressed in a separate, formal report to prevent use of report contents by other contractors during future bid proposals. Only the portion of the report relating to the specific contractor will be released to that contractor and then only by the contracting officer. A privileged document statement appears on the released information.

The contracted support activity inspection serves an additional function by highlighting negative trends and identifying performance achievements that could be implemented throughout the Air Force or even the Department of Defense. Here are a few of the more prevalent problem areas we've encountered:

1 Lack of comprehensive statement of work task coverage in quality control plans and quality assurance surveillance plans.

2 Lack of documentation to support deficient areas or not elevating deficiencies for proper corrective action.

3 Lack of accountability and control for government-furnished equipment.

4 Lack of contract management training to include quality assurance representatives, quality assurance evaluators, functional area chiefs, and

administrative contracting officers.

5 Contractors not following procedures set forth in their own policies and guidance.

In contrast to these negative trends, we also have seen and advertised contractor-initiated improvements that saved the government thousands of dollars. Contractor personnel typically attacked deficient areas and trends as soon as we identified them and recommended corrective actions, proving they were receptive to our inspection methods. The contracted support activity inspections have shown that our contractors are sincerely dedicated to providing high-quality and cost-effective services, ensuring the best product possible.

Good service is usually cost effective; it's inadequate service that is costly! Try to envision the ever-escalating hidden costs of undetected poor service without contracted support activity inspections to help assess the quality of contracted services. These inspections help us "see" contractor performance, accountability, safety, and product reliability; record and report status via "essay"-type documentation; and serve as the commanders' "eyes" to keep them informed of mission capability and effectiveness. ♦

"Selling" Your FWA Detection and Prevention Program

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Editor's Note: While this article is geared toward installation inspectors general, all readers may find the information useful.

The words fraud, waste, and abuse usually conjure up images of the \$2,000 coffeepot or the \$500 hammer. These are instances of overpricing and are good examples of fraud, waste, and abuse. To better fight the fraud, waste, and abuse found in overpricing, there are several resources at our disposal. One of these is the monetary awards programs offered through the zero overpricing and suggestion programs. Your fraud, waste, and abuse detection and prevention awareness briefings should include references to

these programs because they can play a major role in combating fraud, waste, and abuse.

The Zero Overpricing Program

The zero overpricing program serves to eliminate overpricing in any Air Force acquisition while furnishing a way for all Air Force people to become involved in the more efficient use of tax dollars. Air Force guidance for the zero overpricing program is in Air Force Manual 67-1, Volume 7, Part 4, *Zero Overpricing Program*. It is not uncommon for the inspector general community to

receive fraud, waste, and abuse allegations of overpricing and wasted tax dollars. In instances of alleged overpricing, you, as the inspector general, will necessarily coordinate with your base zero overpricing monitor to determine whether or not an item is overpriced. In most cases, this will be your customer service representative at your local base supply unit. In investigations of overpricing, your complainant may be eligible for a monetary award, depending on the zero overpricing program research and findings. Anonymous complainants, of course, would not be eligible for such awards.

Anyone—government employee or otherwise—may challenge an item deemed overpriced. To pursue a challenge, the submission will be forwarded to the base monitor in writing, through a memo or letter attached to the Air Force Form 1046, *Zero Overpricing Challenge Referral*. The first step for the monitor is to begin “price challenge” research to determine the purchase price of the line item or items in question. The zero overpricing program research seeks to determine whether or not a less expensive substitutable item exists. Technical requirements and specifications such as tensile strength or tolerances to

extremes in temperature may be necessary and so affect the price of the item at issue. If necessary, the zero overpricing monitor may forward the challenge to the source of supply, the Air Force line item manager. Sometimes the research may involve other Department of Defense components or government agencies such as general services administration. In any event, the monitor collects the essential facts, provides the research to the base zero overpricing committee to assess any savings, and provides the base suggestion monitor with a report so the challenger might receive a monetary award.

Money for Ideas

Someone once said, “Money alone sets the world in motion.” This may or may not be true, but certainly a monetary incentive is one facet of Air Force Instruction 38-401, *The Air Force Suggestion Program*. This instruction applies to all units *except for* Title 32 Air National Guard members. The base suggestion monitor works in concert with the zero overpricing program people to assess the facts and provide to suggesters cash awards for their ideas which save the Air Force money. For example, a typical fluorescent office light bulb used at base X costs \$4. Your

complainant challenges the price the base pays and provides research on the price of the item as \$1.95. If zero overpricing program research validates overpricing, then the base suggestion monitor may recommend an award to the suggestion office based on the \$2.05 price difference. He or she would multiply the \$2.05 by the total number of units the base—or the Air Force—uses annually. Awards in some cases can be as high as 10 percent of the savings to the base or the Air Force. This example actually occurred at McGuire Air Force Base, N.J.

Non-Commissioned Officer Gets More Than \$70,000 for His “Bright” Ideas

Master Sgt. Charles Baker recently earned \$70,000 plus for his ideas and challenges in fighting fraud, waste, and abuse through zero overpricing. While assigned to McGuire Air Force Base, Baker continually challenged the cost of the current lighting systems, indoor and outdoor, used at his base and provided his own research to investigators.

“All of McGuire’s fluorescent lighting will be replaced with new, state-of-the-art fluorescent lighting, which will consume 41 percent less energy,” said Baker. “Also, the new fluorescent lights will reduce eye

strain and eye fatigue caused by the flickering of the lights we're using now."

Accordingly, he developed a procurement process called the "McGuire Concept," which reduces the cost of energy-efficient lighting products for the Department of Defense by at least 50 percent. According to the Autumn 1994 issue of the Department of Defense-published *Energy Magazine*, Baker's efforts will save McGuire an estimated \$10 million through the life cycle of the program and will potentially save the Air Force \$1.2 billion service-wide. Baker formally briefed his idea at the Defense General Supply Center headquarters in Richmond, Va., and for all his efforts in thwarting fraud, waste, and abuse, received \$70,000 in cash awards. He even won the prestigious Federal Energy Award which was presented to him personally by the Honorable Hazel O'Leary, secretary of energy. There are other success stories as well.

In May 1996, Senior Airman Darin Trapp, space propulsion technician, Elmendorf Air Force Base, Alaska, earned over \$16,000 through the zero overpricing program for his challenge on overpriced parts for the F-15 engine. Trapp's suggestion resulted in a \$1.2 million savings to the Air

Force. In Trapp's quest to improve maintenance procedures and fight fraud, waste, and abuse in the Air Force, he made several price challenges.

"I'm always in the books because it's part of my job," said Trapp, a 6-year Air Force veteran. "We're all supposed to be prudent stewards of Air Force resources. It just makes sense to look real hard at something that just doesn't seem priced correctly. If I find price structures which seem way out of line, then it's my duty to try and do something about it."

Certainly, we can argue that these non-commissioned officers were motivated by the principle of "excellence in all we do" and "service before self." Interestingly enough, their reward was not just to see a tangible savings to the Air Force, but a tangible reward to themselves as well.

Remember the \$500 Hammer?

We in the inspector general community routinely receive complaints through our fraud, waste, and abuse hot lines and, not surprisingly, some of these disclosures expose price overcharging. When known complainants provide us allegations of fraud, waste, and abuse in the overpricing arena, and in those substantiated cases where the Air Force realizes savings,

we should inform the complainants of their eligibility for a cash award through the zero overpricing and suggestion programs. In addition to cash awards, you or your local command may consider awarding participants with non-monetary awards such as letters of appreciation, coffee mugs, key chains, or other such items. Publicity in base newspapers, commander's calls, or in overseas areas, Air Force radio and television networks, would also give a greater awareness to our fraud, waste, and abuse prevention and detection program.

In summary, programs such as the zero overpricing program, coupled with the suggestion program, can add lots of spice to your inspector general briefings. Contact your servicing base zero overpricing program or suggestion monitor for "success stories" in your major command. You may then incorporate these stories into your inspector general briefings and better "sell" your base fraud, waste, and abuse prevention and detection program. ♦

Tracking Recent Inspections

The following are the most recent Air Force Inspector General's Acquisition Management Review and Functional Management Review reports. The information in this section is general in nature and contains only the purpose and scope of the reviews. We do not include specific findings or recommendations because they are privileged information.

These reports are privileged documents of the secretary of the Air Force and for official use only. Our policy is not to transmit them by E-mail because the information would travel on unsecure systems. However, Air Force organizations may request a copy of acquisition management review reports by calling Ms. Melissa Stratton at DSN 246-1672, E-mailing her at strattom@smtps.saia.af.mil, or writing her at HQ AFIA/AI; 9700 G Avenue SE, Suite 380D; Kirtland AFB NM 87117-5670. Air Force organizations may request a copy of functional management review reports by calling Mr. Gary Willis at DSN 246-1917, E-mailing him at willisg@smtps.saia.af.mil, or writing him at HQ AFIA/FO; 9700 G Avenue SE, Suite 363A; Kirtland AFB NM 87117-5670. Agencies outside the Air Force desiring a copy of any of these reports should contact SAF/IGI by dialing DSN 227-5119 or commercial (703) 697-5119.

Acquisition Management Review of Implementation of the Integrated Weapon System Management (IWSM) Philosophy, PN 96-505,

assessed the implementation of Integrated Weapon System Management philosophy in Air Force Materiel Command. This is the management philosophy for developing, acquiring, evolving, and sustaining products and it empowers single managers with authority over the widest range of decisions and resources to satisfy customer requirements throughout the life cycle of a product. The team's objective was to look across all organizations impacted by the implementation of this management system. The review team used the

program master list, dated April 9, 1996, to select a sample of 18 programs for review. These programs represented all product lines such as aircraft, space, missiles, electronics, and communications, including weapon systems and product groups. The programs covered the full spectrum of program maturity and a variety of acquisition category levels. The team made a special effort to include programs with single managers located at product and logistics centers. (*HQ AFIA/AIS, Ms. Kay Jeffers, DSN 246-1691*)

Functional Management Review of Follow-up of Nonappropriated Fund (NAF) Financial Oversight,

PN 95-619, evaluated the effectiveness of nonappropriated fund financial oversight by the comptroller in response to Functional Management Review PN 92-611, *Nonappropriated Fund Oversight*. The team reviewed Air Force Instruction 65-107, *Nonappropriated Funds Financial Oversight Responsibilities*, examined financial management products created by the base-level nonappropriated funds financial analysts, and evaluated training provided to them. (*HQ AFIA/MIE, Lt. Col. Danny M. Branch, DSN 246-2727*)

Functional Management Review of Environmental Compliance in Foreign Coun-

Tracking Recent Inspections

tries, PN 95-620, assessed how bases in foreign countries have complied with the Department of Defense Final Governing Standard or Overseas Environmental Baseline Guidance Document and the effectiveness of those standards in protecting the environment. The team visited the headquarters of four major commands and eight overseas Air Force installations. They also interviewed five environmental executive agents. The team assessed and evaluated six areas. 1) Major command use of the final governing standard or overseas environmental baseline guidance document as the sole compliance standard at installations and facilities in foreign countries. 2) Determined if either standard provided viable guidance for environmental protection. 3) Assessed use of waivers in balancing protection of the environment, executing a consistent program, and using available resources. 4) Interviewed major command staff, operational-level personnel, and foreign country environmental executive agents. 5) Evaluated and compared major command cost of compliance using either applicable standard criteria and pre-overseas environmental baseline guidance document criteria for the

periods the new standards have been in effect. 6) Evaluated major command environmental compliance budgets for linkage to base projects and ensured projects were justified by appropriate requirements. (HQ AFIA/MIE, Lt. Col. Peter J. Blaise, DSN 246-2098)

Functional Management Review of Nuclear Weapons Personnel Reliability Program, PN 96-608, assessed the effectiveness of personnel reliability program policy, guidance, and management. The team reviewed Air Force and major command policies and guidance for personnel reliability program management of military and civilian personnel. They assessed interrelations among certifying official, monitors, members on the personnel reliability program, and base support agencies such as personnel, medical, security police, and safety. The team also evaluated the certification process for personnel reliability positions and determined if the status was properly coded in the personnel data system. (HQ AFIA/MIS, Senior Master

Sgt. Kenneth L. Harris, DSN 246-2272)

Functional Management Review of Operational Effectiveness of the Maintenance Engineering (ME) Elements, PN 96-613, evaluated the operational effectiveness of the maintenance engineering elements of the operations flight within civil engineer squadrons. The team conducted interviews to review processes, identify problem areas, and evaluate process improvements with functional managers. The team reviewed major command policy and guidance as well as standard manpower tables and extended unit manpower documents. They also assessed quality assurance evaluation of contracts managed in maintenance engineering and reviewed the distribution of work between the engineering flight and maintenance engineering. Additionally, the team evaluated management of manpower and resources and determined if a preservation maintenance level was defined. (HQ AFIA/MIS, Maj. Ralph D. Wardroup, DSN 246-2401) ♦



Integrated Product Teams

Teamwork for the 21st Century

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Integrated product teams are much more than working groups with a different name. They are extremely effective teams with one primary purpose—to solve problems effectively, quickly, and cheaply.

Air Mobility Command has used integrated product teams very successfully for the last three years to work complex issues ranging from the modernization of major weapon systems to the future of various mission areas.

But like all new endeavors, a learning curve was required to utilize integrated product teams well. Initially, teams were established for the C-5, C-17, C-141, KC-10, and KC-135 aircraft. However, in the past year, other teams were created including special operations



low level II, C⁴I, lead command, long-range plans, and global air traffic management.

Many action officers have come to us with questions concerning integrated product teams. With some basic background information, anyone can stand up and effectively direct a team.

An integrated product team consists of people knowledgeable about a specific subject. The most effective teams pull members from across different functional areas—operations, logistics, plans, finance, etc.

In May 1995, Secretary William Perry directed acquisition programs to use integrated product teams for as many acquisition functions as possible, including oversight and review.

There are many advantages to using integrated product teams. They:

- ☐ Foster early, active, and constructive participation of the key players.
- ☐ Transform historically adversarial relationships, especially among headquarters staff organizations into productive partnerships.
- ☐ Place renewed emphasis on the importance of working as a cross-functional team to maximize overall performance.
- ☐ Enhance cross-functional decision making which helps identify and solve problems

before they reach the general officer level.

- ☐ Provide a single point of contact for specific products or services.
- ☐ Maximize staff resources through the early interaction of key action officers.
- ☐ Complement functional structure but does not replace it.

Dr. Paul Kaminski, the undersecretary of defense for acquisition and technology, said in 1995: “The two most important characteristics of integrated product teams are empowerment and cooperation—trust n’ teamwork by another name.”

During staff work, integrated product teams help get buy-in early or, as Kaminski has said, “early insight” vice oversight. Quality and excellence are built into the process from the start so problems are identified early and solved. In other words, action officers and noncommissioned officers from across a staff resolve most issues before they even begin the staff coordination process, thereby saving valuable time and staff resources later.

When does one need to form an integrated product team?

At Headquarters AMC, we stood up permanent teams for our major weapons systems in March 1994. These meet at least quarterly to review topics such as aircraft modifications,

mission transfers, aircrew training issues, funding, and many others.

We have also stood up temporary teams to solve a particular problem involving two or more organizations. Recent examples at Headquarters AMC:

- ☐ What are the best options to continue supporting the prime nuclear airlift force mission after the base that currently supports it closes?
- ☐ How does AMC meet the emerging requirements of global air traffic management?
- ☐ How does the command reduce redundancy in its various C⁴I systems?

How does one establish an integrated product team?

- ☐ Get approval from your chain of command to establish one.
- ☐ Get your supervisor to sign a memo to his or her counterparts in other divisions requesting names of action officers or non-commissioned officers to the appointed team.
- ☐ Get the correct organizations involved.
- ☐ Create an integrated product team roster with names, phone numbers, and E-mail addresses.
- ☐ Write a short mission statement or charter spelling out the overall purpose of the team, its goals, and the duration of time it will or should be in existence.
- ☐ Get background material on the problem you want your



integrated product team to solve.

- ❑ Set a first meeting date.

How to run an integrated product team:

- ❑ Have a reason to have a team meeting!

- ❑ Write an agenda and E-mail it to all attendees at least one day prior.

- ❑ Organize your agenda in the following format:

- ❑ Purpose—why are you forming your integrated product team?

- ❑ Method—how will you run your integrated product team? Examples would include a briefing or series of briefings followed by discussion.

- ❑ Endstate—what is the expected result of the team meeting? For example, you may state: “In 45 minutes, we will rank order three options for the transfer of mission X from base Y.”

- ❑ Background—what event or events brought your team to this point?

- ❑ Discussion—possible options layout.

- ❑ Follow-up actions—include the office of primary responsibility and dates to be completed.

At the integrated product team meeting itself, you should do the following:

- ❑ Take charge! Get it started on time, pass out the agenda and any other handouts, and get a

sign-in sheet moving.

- ❑ Have all attendees briefly introduce themselves and ensure they state what organization they represent.

- ❑ Using your agenda, explain the purpose, method, and endstate of your team meeting; discuss briefly the background information; and then dedicate the majority of the time to the discussion.

- ❑ Be diplomatic, ensure all views are aired, and make sure the messenger is not shot!

- ❑ Keep the discussion moving and the group on time. If the group gets stuck on one topic, move on and resolve it later. Always keep the endstate in mind.

- ❑ Make sure follow-up actions are agreed upon, including time for a next meeting if one is required.

- ❑ Write, coordinate, and distribute meeting minutes within a few days.

Integrated product teams are extremely effective tools which allow complicated problems to be solved very quickly, effectively, and cheaply. They are particularly well suited to dealing with a staff where the input of various functional areas or directorates is required. In today’s radically downsized military, we really have no choice but to utilize integrated product teams to the maximum extent possible. ♦



Summary of Recent Audits

Mr. George Mellis
AFAA/DOO DSN 426-8041

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness, and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a listing of recently published reports by contacting Mr. George Mellis at the number above, E-mailing to reports@af.pentagon.mil, or writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125.

Controls Over the Use of International Merchant Purchase Authorization Cards (IMPAC) for Small Purchases at an Air Mobility Command were not effective. The Air Force imposed restrictions on IMPAC purchases to prevent fraud, waste, and abuse. Nevertheless, cardholders purchased items on backorder, split purchase requirements, and did not justify sole source purchases. In

addition, cardholders did not properly accomplish reconciliations or provide supporting documentation for purchases. Further, base contracting did not take appropriate follow-up action concerning overdue invoices, declined transactions, and exceeded credit limits. Proper management oversight is necessary to ensure purchases totaling approximately \$1 million per month at this installation are made within acquisition guidelines. (*Report of Audit 50297011*)

Emergency Room Operations at an Air Force Materiel Command installation were not effective. Specifically, management maintained a 24-hour on-base emergency room when equivalent or superior off-base emergency facilities were available at a lower annual cost to the Air Force. Analysis disclosed that the emergency room was used primarily for routine and urgent medical care. In addition, physicians at the military treatment facility often transferred patients to local community emergency rooms because the local community facilities were better equipped. As a result of the audit, the installation could put approximately \$877,152 to better use annually by converting the emergency room to an acute care clinic. (*Report of Audit 40597012*)

Management of the Family Care Program at an Air Mobility Command installation required improvement. Single military parents, dual military

couples with dependents, and members with civilian spouses who have unique family situations are required to participate in the program and document family care arrangements in the event of a member's absence due to military duties. However, commanders did not ensure all eligible members were participating in the program and documentation of family care plans did not always include certifications and powers of attorney. In addition, information found in the Personnel Concept III system was not accurate or updated as required. Effective management of the family care program provides assurance that military members are available for worldwide contingencies. (*Report of Audit 52797012*)

Military Interdepartmental Purchase Requests (MIPRs) Issued to the General Services Administration at an Air Force Materiel Command installation were not effectively monitored. Specifically, officials did not deobligate approximately \$1.1 million of unused funds for computer support services after receipt of the contractor's final costs. Further, a MIPR for software and systems engineering support was issued without sufficient funds to cover total contractor costs. Officials obligated only \$575,000 for the task while total contractor's costs were approximately \$1.13 million. Officials must monitor MIPR activity closely to avoid funding deficiencies. (*Report of Audit 41297013*)♦



The Freedom of Information Act Comes of Age!

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The Freedom of Information Act, first enacted in 1966, has already had several updates with the basic premise being to hold our leaders and government accountable. The latest amendment, entitled the "Electronic Freedom of Information Act of 1996," was signed into law by President Clinton on Oct. 2, 1996. The goal behind the amendment was to tie the democratic ideal of open government with the practical challenge of keeping up with the explosion of technology in the information age. For the very first time, this amendment addresses issues of electronic records, modifies Freedom of Information Act processing time lines, and outlines avenues for eliminating backlogs and expediting requests.

There is now a provision for establishing easier access to information. Methods for public access and inspection of records will be enhanced by creating additional reading rooms and on-line access for commonly re-

quested records. These records are those which will become the subject of future requests for essentially the same material. Most records in this category are controlled by agencies outside the inspector general system. A good example might be Federal Bureau of Investigation records on the assassinations of Martin Luther King, Jr., or President John F. Kennedy. The intent of this provision is to handle requests more expeditiously.

Furthermore, the definition of "record" has been modified to include electronic media. Put simply, an electronic record is whatever it is in paper form—no difference. The records must still be managed and disposed of in accordance with the Federal Records Act by publishing a system notice in the Federal Register. Additionally, the agency must make records created on or after Nov. 1, 1996, available to the public by "electronic means" in the form of on-line access by Nov. 1, 1997. Agencies will simply need to

spell out that while records are available through conventional means, only newly created ones are available electronically. To comply with this requirement, major commands or individual bases can add electronic access through their websites. Freedom of Information Act processed records created prior to the 1996 cut-off date will not be subject to the electronic availability requirement now, but eventually we will be required to scan paper records and provide the information in electronic form if requested.

Next, the amendment addresses the fact that the agency will provide the record in any form or format the requester specifies. People tasked with processing requests must make a reasonable amount of effort to search electronic storage media and provide the information in the requested format. The only exception is when these efforts would significantly interfere with the operation of the agency's advanced data process-

ing equipment. Today, most agency computer systems are not technologically capable of managing records in accordance with the prescribed retention requirements. Back-up systems currently being utilized will not suffice because their primary purpose is data recovery, not the easy, timely, and efficient preservation and retrieval of records. Individual agencies will be responsible for developing or purchasing new database retrieval programs. Currently, there are no commercial programs designed specifically for this purpose. Once the deadline nears and demand goes up, many companies will undoubtedly develop such software. Also, agencies will be required to maintain an electronic index of Freedom of Information Act-processed records grouped by category by Dec. 31, 1999.

In addition, the amendment modifies provisions pertaining to processing time limits and backlogged cases. Time limits for responding to Freedom of Information Act requests have been increased from 10 to 20 working days. Furthermore, while most agencies will still not be able to meet these new time lines, they are encouraged to promulgate regulations providing "multitrack processing" of requests. Significantly, it allows more flexibility to the "first in, first out" processing strategy. Now requests can be handled in part upon the amount of time and difficulty level involved in processing. Two processing queues can be established: one for fast, easy cases and the other for longer, more complex cases. The only caveat is that the processor is encouraged to call the requester, explain the situation, and give the requester the opportunity to limit their request

and enter the faster processing track. The end result is fewer backlogged cases and more timely request handling with simple cases being expedited. Further, the amendment better outlines criteria for expedited processing—only those cases with compelling needs are expedited. Compelling need is defined as a threat to personal safety, threat to due process rights, or a person engaged in disseminating information about pressing government activity. Good examples might be alerting the public to exposure of environmental hazards or harmful drugs. Agencies must render an opinion on whether the request will be expedited within 10 calendar days from the date of the request on the postmark, not the date received.

Significantly, the new amendment requires the amount of redacted material withheld under specific exemptions including computer generated redactions be indicated on the record sent to the requester. Volumes of pages, sections, or records excised must be estimated and provided to the requester for their information.

Finally, the amendment calls for changes to annual reports and reference guides. Extensive revisions will alter statistics required for annual reports and will now include the number of requests received, processed, and pending as well as the median number of days requests were pending. Additionally, both monetary cost and processing time will be listed according to fiscal year instead of calendar year. All of this will better document the huge increase in Freedom of Information Act requests as well as the volume of records processed.

In summary, the Electronic-Freedom of Information Act amendment will have a signifi-

cant impact on how we receive, process, and close requests, fundamentally changing the way we do business. By encouraging closer contact with our requesters, we can cut case backlogs and processing times exponentially. Our government has seen fit to write legislation to keep up with the advent of the technological and information age. It is also refreshing to realize that the government remembered the basic principles on which our nation was founded. ♦

Quick Reference Sheet for Effective Dates of Amendment Provisions

March 31, 1997. Effective date for most general provisions with exception of those listed below.

Oct. 1, 1997. New annual report statistical compilation begins.

Oct. 2, 1997. New time lines, multitrack processing, extenuating circumstances, expedited processing and volume estimation.

Nov. 1, 1997. Reading room records created before Nov. 1, 1996 available electronically.

Feb. 1, 1999. Annual report in new format.

Dec. 31, 1999. Agency index of Freedom of Information Act disclosed records.



Evaluating Leadership

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Claudius

Neglected, cerebral palsied historian from the imperial Julio-Claudian family, who became the fourth Roman emperor after the emperor Caligula was assassinated in A.D. 41.

Traditionally, military leadership has not invited an assessment of itself. A public assessment could be construed as a questioning of effectiveness or even an implicit admission of deficiency. In today's civilian and military environment, that assumption has been challenged. As unit self assessments occur throughout the Air Force, assessment of leadership functions is a key portion of category 1.0, **Leadership**. The Joint Commission on Accreditation of Healthcare Organizations has also tackled assessment of medical leadership functions in leadership standard 4.5.

In the assessment subcategory 1.1, **Senior Executive Leadership**, *Area 1.1a* deals with information on the major aspects of leadership—creating values and expectations, setting directions, developing and maintaining an **effective** leadership system, and building company capabilities. The italics mark the issue: How has **effective** been determined? *Area 1.1b* further details the need for an assessment. “*Area 1.1b* calls for information on how senior executives evaluate and improve the effectiveness of the company's organization and leadership system.” Again, the need for an *evaluation* of leadership is foundational to

improving leadership functions.

Examine the JCAHO 1996 Comprehensive Accreditation Manual for Hospitals.

Leadership standard 4.5 states: “The leaders measure and assess the effectiveness of their contributions to improving performance.” Amplification of the standard reveals “the performance-improvement framework...is used to design, measure, assess, and improve the leaders’ performance and contribution to performance improvement.”

Unit self assessment results frequently comment on the need to develop a process to systematically evaluate senior leaders’ performance. Even when an assessment of leadership has occurred, there is little, if anything, done with the results.

Leadership evaluation can occur in a variety of forms. One instrument, especially popular in civilian corporate structure, is the “360 degree evaluation” whereby superiors, peers, and subordinates rate a given individual. It can address every aspect of the leadership function, including style and effec-

tiveness. Supervisory skills and the ability to “listen” to the organization can be emphasized.

Another instrument termed “upward evaluation” is unidirectional only. In this survey format, organizational members other than the executive function address leadership ability in the area of resource allocation, decision effectiveness, motivation, morale enhancement, and personnel management as examples. The “culture and leadership survey” used by Air Force senior leaders exemplifies this assessment protocol. Both the “360 degree evaluation” and the “upward evaluation” can very specifically inquire about the performance of a given individual, the executive staff as a group, and overall organizational performance.

The assessment is one-half the puzzle. The other half: How are the results processed? As noted above, the results are too frequently collected and filed and that is the end of the road. It is incumbent upon leadership to make the results known to all members in the organization

and develop an action plan to make the changes indicated from the survey results. Every person who responds to a survey request has the right to know the results because those results are a snapshot of the organization’s state of health, its “state of ship.” The corrective action plan *also* needs to be public fare so that personnel will know leadership’s intent. One of the best methods to foster cynicism and disillusionment in an organization is to offer personnel a forum for comment and recommendations without providing feedback on either results or an intended game plan for organizational improvement.

Air Force leadership, whether line or medical, must repeatedly invite an assessment of their functional validity and their ability to lead their organization. The quality improvement process starts from the top. Leadership’s public embrace of a willingness to be judged, alongside a game plan for organizational improvement, will serve as the most powerful model for teaching future leaders the complex variables of effective management.

Both Quality Air Force criteria and the JCAHO mandate periodic assessment of the leadership function. Methods of eliciting that information are discussed, with the recommendation for an improvement plan based on the findings. The need for a public presentation of both survey results *and* an improvement action plan is noted. ♦

“Leaders must create a climate in which everyone can achieve their full potential.”

- Gen. Ronald R. Fogleman

assignment opportunities

Acquisition Inspection Directorate

Rated Acquisition
Manager

O-5 P63A4

Field Operations Directorate

Information

Management

E-6 3A071

Pilot, General Bomber

O-3 11B4Y

Medical Inspection Directorate

Nursing Administrator

O-5 46A4

Clinic Social Worker

O-5 42S4

Medical General

O-5 4XXX

Operations Support

USAF IG School

Superintendent

E-8 Negotiable